

A Study on Effectiveness of Training and Development Programme in Airport Authority of India

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ABSTRACT : The project entitled “A Study on Training and Development Program in Airport Authority of India, Chennai” is our study. During the completion of the project, I had the honor of meeting more than 100 employees of the Airport Authority of India and studied the various training and development procedures they went through from that we inferred that knowledge based training and development procedures escalate the performance and overall efficiency of the employees. Training improves changes and moulds employee’s knowledge, skills, behaviors, aptitude and attitude towards the requirement of the job and organization. The research design adopted in this study is descriptive analysis. The opinion of the employees in the training programme was obtained through the structured questionnaire and interaction with them. A questionnaire is prepared for the employees, to suit their expectation and needs.

Statistical tools used for the study are chi-square, ANOVA and correlation. From the study it is found that they are enriching their knowledge with the training program and thus based on the analysis interpretation, the main findings and suggestions were given. It has been observed that the training programme offered is good. Yet still it is necessary to be tailored to meet the training needs of the employees.

I. STATEMENT OF PROBLEM

The campus is facing the implementation of an unprecedented number “transformation” projects. These projects will require technical and cross functional staff resources from organizations throughout the campus. They will be scheduled to run both concurrently and in rapid succession. The successes of these projects will depend on, in large part, on skilled project management and communication with the project team, and across the campus. Project managers will need tools and support for early identification of risks, assumptions, dependencies, and issues, and team resources that are garnered to partner the needs of a process with identical constraints.

II. SCOPE OF THE STUDY

- The study is conducted with an intention to analyze the training plan done at Airport Authority of India.
- The study also helps to identify the satisfaction and interest of the trainees towards training.
- It is done with the aim to provide recommendations for the improvement of identification of actual needs of the employees and rendering effective programme.
- The study also helps to identify the areas where the employees have improved after training.

III. NEED FOR THE STUDY

Training programme we plays a vital role among the employees in the AAI as it reflects in the form of increased performance and efficiency of the workers which in turn leads to increased growth and development of the company and also to find out the effectiveness of training programme. An effective training program can reduce the number of injuries and deaths, illness, worker’s compensation claims, and missed time from work. Safety training classes helps establish a safety culture in which employees themselves help promote proper safety procedures while on the job. It is important that the new employees get trained and acquainted with the importance of workplace safety as it is easy for seasoned workers to negatively influence the newly hired.

IV. OBJECTIVES OF THE STUDY

- To study the effectiveness of existing training program
- To find out employees interest level and satisfaction in the training program.
- To examine the growth and development of employee in Airport Authority of India.

V. LIMITATIONS OF THE STUDY

- The sample size was small and so the results may not be really accurate.
- The period of the study have been very short, research was conducted on employees in only one branch.
- The employees due to the fear of the management may not have disclosed all the facts. This might have an impact on the findings in the study.

VI. REVIEW OF THE LITERATURE

Training and development strategies require remodeling due to globalization and fast moving businesses. In order to enhance performance with less cost and develop certain aspects of business, learning options framework has been defined.

: Baird

‘It’s the identification, Stupid’: Profiling Senior Public Service Managers for Training and Development.

: Salopek

A review of practices of senior management development across the upper echelons of the public services of major jurisdictions shows that while the need to develop leaders is universally recognized by governments, there are still considerable gaps in the development function. One of the key gaps the article argues that is central to the training and development function is that of identification and targeting of individuals. A profiling protocol is presented that is argued could be an appropriate tool for governments to consider as they seek to link the desired competencies with the career aspirations of their public service senior managers.

: Gambhir Bhatta

National University of Singapore – there is a need to develop professionalism among the executives in order to face the global competitive environment. Hence, every organization has to ask what are the competencies that contribute for the effectiveness of executives; their competencies used to be sharpened and this needs appropriate training. Effectiveness itself helps in the **achievement** of organizational goals.

: Gopal M. B. A., L.L.B

This article reports a study conducted to identify the needs for continuing professional development for life insurance sales representatives and to examine the competencies needed by those sales representatives. A modified Delphi technique was used. Most life insurance companies in the USA implement an education and training plan advocated by the Life Office Management Association. Insurance companies in Taiwan implement similar education and training plans, but they do not seem to result in the successful performance of their sales representatives. Besides augmenting knowledge of various financial products and marketing approaches, this study also suggests that life insurance companies need to train their sales representatives to an adequate standard in competencies of problem solving, communication, information technology utilization, culture compatibility, emotional intelligence, collective competence and ethics.

: Chiang Ku Fan

The past decade of training reform in the Australian automotive industry has been driven by Government and enterprise plans for the restructure of the industry. These plans have emphasized changes to manufacturing practices and work practices, as the way to revitalize the manufacturing sectors of the industry. The provision of workplace training has been a significant factor in the implementation of these plans and development of a training system with distinctive industry features has been one outcome of this programme of industry restructuring.

: Meliza, Larry L.

Training and developing employees has always been an important part of organizational success and with the recent recognition of how critical learning is to such success there is every indication that employee learning initiatives will require increased resource commitment. This chapter highlights the critical role that training and development (T&D) must play in helping employees and their organizations “learn” at every opportunity. The chapter considers what can be done to maximize learning for all employees by discussing what we know about learning, types and levels of learning, adult learning theory and the role of learning styles in T & D initiatives, and concludes with a look at two issues: individuals who resist learning and future learning styles models.

Ronald R. Sims

VII. RESEARCH METHODOLOGY

CONCEPT

Research methodology is a way to systematically solve the research problem. In it, we study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind them. It is not only necessary to know the research methods and techniques but also the methodology. It is necessary to design the methodology for the problem because it differs from problem to problem. It helps us to know the assumptions underlying various techniques and the applicability of the techniques and procedures to the problems under study.

Research methodology has many dimensions and research methods constitute a part of this. The scope of research methodology is wider than that of the research methods. Thus research methodology considers not only the research methods but also the logic behind the methods that are used for the research studies and enable us to evaluate the research results. There are various stages for the research methodology process, which are discussed in detail below:

PERIOD OF THE STUDY

The study is conducted for a confined period of three months starting from JANAUARY to JUNE 2011.

PRIMARY DATA

“Questionnaire” and the “Annexure” attached to it, which is quite a popular method used to collect primary data. The data collected contributed to the primary data.

SECONDARY DATA

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analyzed by someone else. The secondary data may be either a published data or unpublished data.

In this case the secondary data was Age, Designation, Grade and Previous year training records and manuals, etc. which were maintained by the organization.

DATA COLLECTION METHOD

The researcher collects the primary data from their original sources. In this case, the researcher collected the required data precisely according to his research needs. But the collection of primary data is costly and time consuming. Yet for several types of social sciences research required data are not available from secondary sources and they have to be directly gathered from the primary sources. In this study **QUESTIONNAIRE METHOD** has been used to collect the data. The data are collected by asking to fill up the questionnaire to employees who had previously attended the training program.

SAMPLING DESIGN

There are two types of sampling design-

1. Probability sampling
2. Non-probability sampling

The sampling technique used for this project is non-probability sampling called judgment sampling.

Judgment sampling was done because the questionnaire can be filled only by respondents who have attended the training program.

Sample size:

The total population size is 1200 and a sample size of 120 was covered in this project. The questionnaire was distributed only to employees who have attended the training program.

Research instrument:

The Questionnaire entitled “**EMPLOYEES TRAINING PROGRAMME**” is the main instrument used to collect the data. The questionnaire is designed to elicit the information about the employees’ feedback about training programs that has been conducted and it is aimed to give a clear insight into their preferences regarding various training program and different training methods. It also gives an idea of whether any modification is needed in the later existing training program.

Construction of the questionnaire:

The questionnaire was framed with both open-ended and closed-ended and with the help of 5 point scale. Before administering to a large scale survey the questions were tested by a pilot survey with the help of some selected questions. Through the pilot survey the researcher modified the questions which were difficult to answer, or the respondents were unwilling to answer. The pilot study helped the researcher to modify the questionnaire.

To rate the responses of the employees the five point rating scale is used in which consists of:

- Strongly agree, Agree, Neutral, Disagree, Strongly disagree

The questionnaire contains demographical data of the respondents like age, gender, designation and experience of the respondents.

STATISTICAL TOOLS

- Chi-Square
- Correlation
- ANOVA

Simple percentage method:

The simple percentage method has been employed to present the proportion of respondents out of the total population/sample for each of the response categories for a question.

Percentage of respondents = Number of respondents

Total population

From the above formula, we can get percentages of the data given by the respondents.

Chi- Square method: The chi-square is an important test among the several tests of significance developed by statisticians. Chi-square symbolically written as χ^2 is a statistical measure used in the context of sampling analysis for comparing the variance to a theoretical variance. As a non-parametric test it can be used to determine if categorical data shows dependency are the two classifications are independent. It can also be used to make comparisons between theoretical population and actual data's when categories are used. Thus the chi-square test is applicable in large number of problems.

The test is in fact, a technique through the use of which it is possible for the entire researcher to;

1. Test the goodness of fit;
2. Test the significance of association between two attributes and
3. Test the homogeneity or the significance of population variance.

In this study the researcher has also used the Chi-square test for analysis of data and it had been described above. To conduct this test, the formula used is as given below:

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

O = Observed frequency
E = Expected frequency

On comparing the calculated value with the table value, if we find that the calculated value is less, then we accept the null hypothesis.

Correlation method:

Correlation is a statistical measurement of the relationship between two variables. Possible correlations range from +1 to -1. A zero correlation indicates that there is no relationship between the variables. A correlation of -1 indicates a perfect negative correlation, meaning that as one variable goes up, the other goes down. A correlation of +1 indicates a perfect positive correlation, meaning that both variables move in the same direction together.

FORMULA:

$$r = \frac{N \sum xy - (\sum x)(\sum y)}{\sqrt{[N \sum x^2 - (\sum x)^2][N \sum y^2 - (\sum y)^2]}}$$

Where:

N = number of pairs of scores
 $\sum xy$ = sum of the products of paired scores
 $\sum x$ = sum of x scores
 $\sum y$ = sum of y scores
 $\sum x^2$ = sum of squared x scores
 $\sum y^2$ = sum of squared y scores

From the above formula use, we can find out whether the two variables are positively correlated or negatively correlated.

ANOVA

The anova is designed to test whether a significant difference exists among three or more sample means. In this analysis, the total variance is a set of data is divided into variation within-groups and variation between groups.

The significance of the difference between the means of two categories (e.g. males and females; two age slots) can be evaluated by the z-test or the t- test. But when the comparison about three or more categories or samples have to be made simultaneously, the use of t-test is not only tedious, but also increases the probability of making type -1 error. To overcome this difficulty, a method known as Analysis of Variance has been developed.

The ANOVA used for studying the differences among the influence of various categories of one independent variable on a dependent variable is called One Way ANOVA and that used for studying the influence of two independent variables on a dependent variable called Two Way ANOVA.

The following are the steps in carrying out the analysis of variance:

1. Set up null hypothesis
2. Find the total sum of all the items. It is by T.
3. Find the correction factor $C.F.=T^2 / N$ where N – the number of items.
4. Find the total sum of squares = Square of all items – C.F.
5. Find the sum of squares between columns
6. Find the sum of squares between rows
7. Find the residual variance
8. Construct analysis of variance table
9. Calculate the values of F as follows:

F – For variance between columns = Variance between columns Residual variance

F – For variance between rows = Variance between rows Residual variance

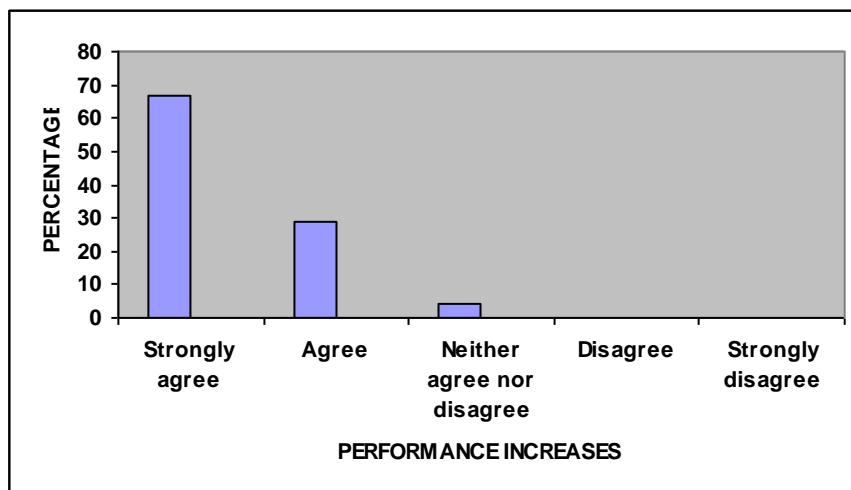
10. Find the tabulated value of F for their respective degrees of freedom.
11. If calculated F < Tabulated F, we accept the null hypothesis.
12. If calculated F > Tabulated F, we reject the null hypothesis.

TABLE-4.1.1
PERFORMANCE INCREASES AFTER ATTENDING THE TRAINING PROGRAM.

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Strongly agree	80	67
2	Agree	35	29
3	Neither agree nor disagree	5	4
4	Disagree	0	0
5	Strongly disagree	0	0
	Total	120	100

Source: Computed by primary data

CHART 4.1.1
PERFORMANCE INCREASES AFTER ATTENDING THE TRAINING PROGRAMME



INFERENCE

From the table 67% of the respondents strongly agreed that their performance increases after attending the training program. 29% of the respondents agreed and 4% of the respondents' neutral.

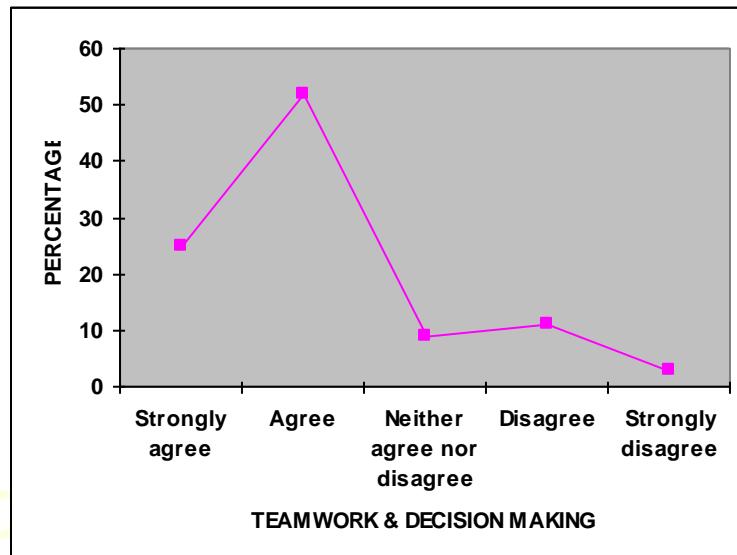
TABLE 4.1.2
TRAINING PROGRAMS ARE SUCCESSFUL IN IMPROVING THE SKILLS SUCH AS TEAMWORK COMMUNICATION AND DECISION MAKING.

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Strongly agree	30	25
2	Agree	62	52
3	Neither agree nor disagree	11	9
4	Disagree	13	11
5	Strongly disagree	4	3
	Total	120	100

Source: Computed by primary data

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CHART 4.1.2
THE TRAINING PROGRAMS ARE SUCCESSFUL IN IMPROVING THE SKILLS SUCH AS TEAMWORK COMMUNICATION AND DECISION MAKING.



INFERENCE

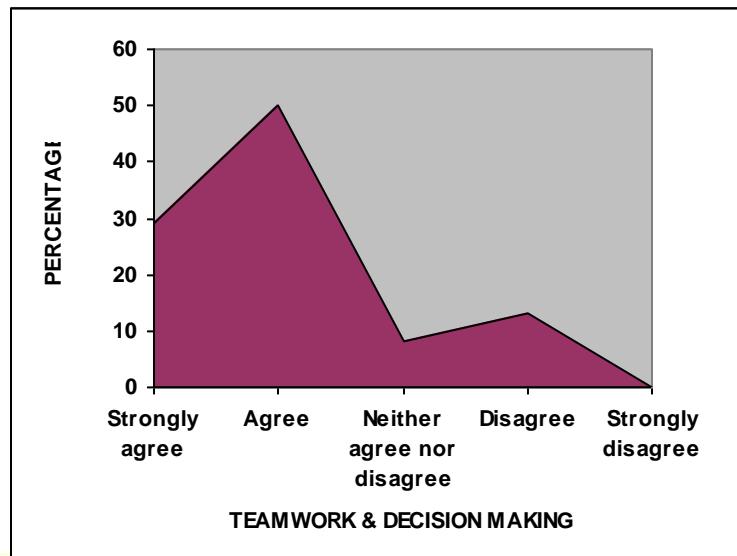
From the table 25% of the respondents strongly agreed. 52% of the respondents' agreed. 9% of the respondents neither agreed nor disagreed. 11% of the respondents' disagrees and 3% of the respondents strongly disagreed.

TABLE 4.1.3
THE ORGANIZATION CONSIDERS TRAINING AS A PART OF ORGANIZATIONAL STRATEGY

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Strongly agree	35	29
2	Agree	60	50
3	Neither agree nor disagree	10	8
4	Disagree	15	13
5	Strongly disagree	0	0
	Total	120	100

Source: Computed by primary data

CHART 4.1.3
THE ORGANIZATION CONSIDERS TRAINING AS A PART OF ORGANIZATIONAL STRATEGY



INFERENCE

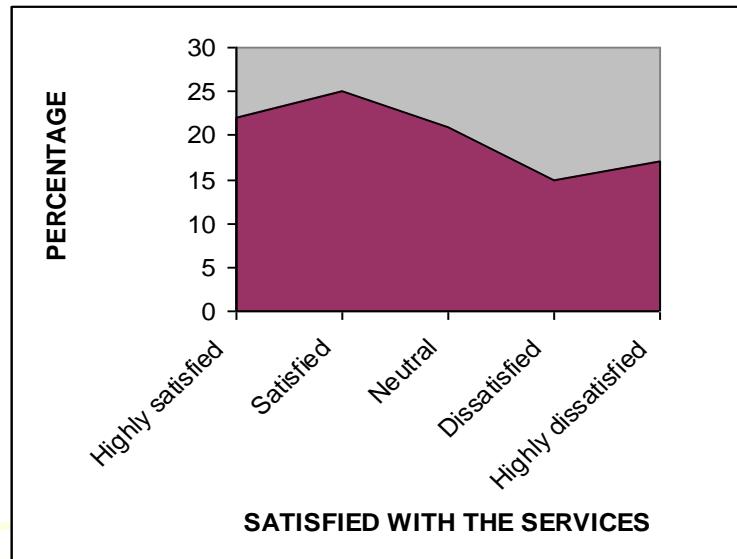
From the table 29% of the respondents strongly agreed.50% of the respondents' agreed.8% of the respondents are neither agreed nor disagreed and 13% of the respondents disagreed.

TABLE 4.1.4
SATISFIED WITH THE SERVICES PROVIDED DURING THE TRAINING PROGRAM BY THE ORGANIZATION.

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Highly satisfied	27	22
2	Satisfied	30	25
3	Neutral	25	21
4	Dissatisfied	18	15
5	Highly dissatisfied	20	17
	Total	120	100

Source: Computed by primary data

CHART 4.1.4
SATISFIED WITH THE SERVICES PROVIDED DURING THE TRAINING PROGRAM BY THE ORGANIZATION



INFERENCE

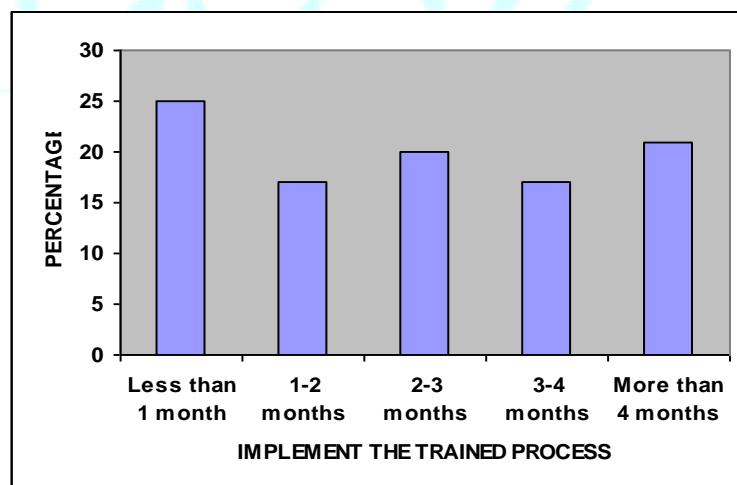
From the table 22% of the respondents highly satisfied.25% of the respondents satisfied.21% of the respondents neutral.15% of the respondents are dissatisfied and 17% of the respondents highly dissatisfied

TABLE 4.1.5
IMPLEMENT THE TRAINED PROCESS

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Less than 1 month	30	25
2	1-2 months	20	17
3	2-3 months	25	20
4	3-4 months	20	17
5	More than 4 months	25	21
	Total	120	100

Source: Computed by primary data

CHART 4.1.5
CHART SHOWING TO IMPLEMENT THE TRAINED PROCESS



INFERENCE

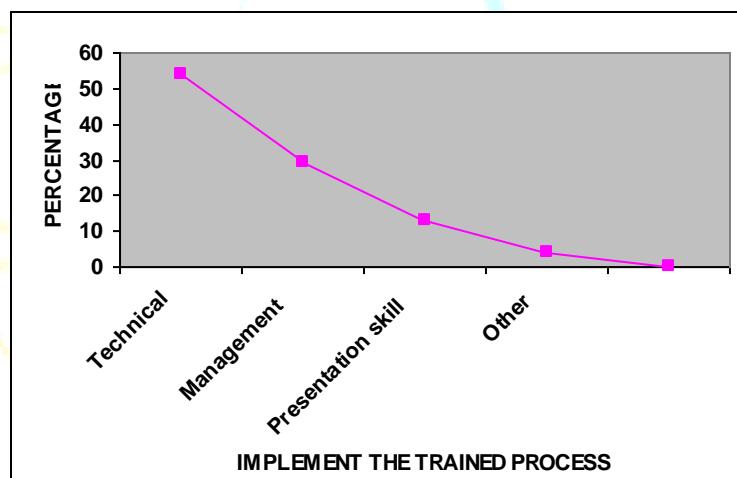
From the table 23% of the respondents to take less than one month.25% of the respondents to take 1-2 months.24% of the respondents to take 2-3 months and 28% of the respondents to take 3-4 months.

TABLE 4.1.6
TYPE OF TRAINING IS BEING IMPARTED FOR NEW RECRUITMENTS IN YOUR ORGANIZATION.

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Technical	65	54
2	Management	35	29
3	Presentation skill	15	13
4	Other	5	4
	Total	120	100

Source: Computed by primary data

CHART 4.1.6
TYPE OF TRAINING IS BEING IMPARTED FOR NEW RECRUITMENTS IN YOUR ORGANIZATION.



INFERENCE

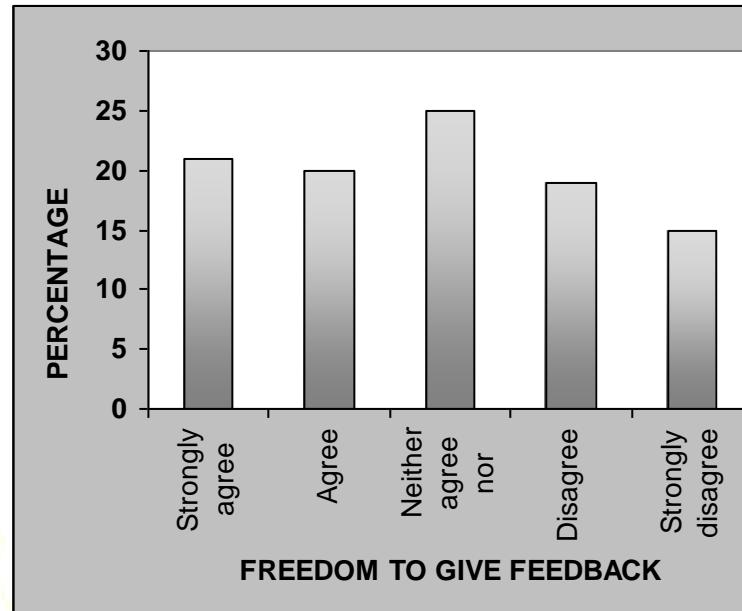
From the table 54% of the respondents taking technical skill.29% of the respondents taking management skill.13% of the respondents taking presentation skill and .4% of the respondents taking other skill.

TABLE 4.1.7
EMPLOYEES ARE GIVEN FREEDOM TO GIVE TRUE FEEDBACK ABOUT THE TRAINING THEY ATTENDED

S.NO	OPTIONS	NO. OF THE RESPONDENTS	% OF THE RESPONDENTS
1	Strongly agree	25	21
2	Agree	24	20
3	Neither agree nor disagree	30	25
4	Disagree	23	19
5	Strongly disagree	18	15
	Total	120	100

Source: Computed by primary data

CHART 4.1.8
EMPLOYEES ARE GIVEN FREEDOM TO GIVE TRUE FEEDBACK ABOUT THE TRAINING THEY ATTENDED



INFERENCE

From the table 21% of the respondents strongly agreed. 20% of the respondents' agreed. 25% of the respondents are neither agreed nor disagreed. 19% of the respondents are disagreed and 15% of the respondents strongly disagreed.

4.3 STATISTICAL ANALYSIS

CHI-SQUARE

TEST-1

To find out any significant difference between the employees experience they got and number of training programs they attended in a year.

Hypothesis

Null Hypothesis (H0)-There is no significant relationship between the employees experience they got and number of training programs they attended in a year.

Alternate Hypothesis (H1)-There is a significant relationship between the employees' experience they got and number of training programs they attended in a year.

TABLE SHOWING THE EXPERIENCE AND NUMBER OF TRAINING PROGRAMS THEY ATTENDED IN A YEAR

OPTION		TRAINING PROGRAM ATTENDED					TOTAL
EXPERIENCE	YEAR	LESS THAN 5	5-10	10-15	15-20	20 ABOVE	
	5-10	-	15	15	20	-	50
	11-15	-	15	10	-	-	25
	16-20	15	10	-	-	-	25
	21-25	10	-	-	-	-	10
	26 ABOVE	10	-	-	-	-	10
TOTAL		35	40	25	20	-	120

$$E = R * C / N$$

Where R= Sum of row total

C= Sum of column total

N = Sample size

Calculated value:

Observed Frequencies(O)	Expected Frequencies(E)	$(O-E)^2$	$(O-E)^2/E$
15	16.67	2.7889	0.17
15	10.42	20.9764	2.01
20	8.33	136.1889	16.35
15	8.33	44.4889	5.34
10	5.21	22.9441	4.40
15	7.29	55.5891	7.63
10	8.33	2.7889	0.33
10	2.92	50.1264	17.17
10	2.92	50.1264	17.17
CALCULATED VALUE			70.42

Calculated value of Chi-Square (Ψ^2) = 70.42

Table value of Chi-Square:

$$\begin{aligned}
 \text{Degrees of freedom} &= (\text{row-1}) * (\text{col-1}) \\
 &= (5-1) * (5-1) \\
 &= 4 * 4 \\
 &= 16
 \end{aligned}$$

Critical value: The table value of Ψ^2 at 5% and for 16 degrees of freedom is $\Psi^2 (0.05, 16) = 26.296$

INTERPRETATION

Since the calculated value of $\Psi^2 = 70.42$ is $> \Psi^2 (0.05, 16) = 26.296$, so the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) is accepted.

RESULT

The significance value gives a clear picture that there is a relationship between the employees' experience they got and number of training programs they attended in a year.

CORRELATION

TEST – 2

Hypothesis:

Null Hypothesis (H0) – There is no significant relationship between the satisfaction of training provided for current job and the services provided during the training program by the organization.

Alternate Hypothesis (H1) - There is a significant relationship between the satisfaction of training provided for current job and the services provided during the training program by the organization.

TABLE SHOWING THE SATISFACTION OF TRAINING PROVIDED FOR CURRENT JOB AND THE SERVICES PROVIDED DURING THE TRAINING PROGRAM

X	Y	X ²	Y ²	XY
27	37	729	1369	999
30	28	900	784	840
25	24	625	576	600
18	21	324	441	378
20	10	400	100	200
120	120	2978	3270	3017

FORMULA:

$$r = \frac{N\sum xy - (\sum x)(\sum y)}{\sqrt{[N\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum y)^2]}}$$

Where:

- N = number of pairs of scores
- $\sum xy$ = sum of the products of paired scores
- $\sum x$ = sum of x scores
- $\sum y$ = sum of y scores
- $\sum x^2$ = sum of squared x scores
- $\sum y^2$ = sum of squared y scores

Where,

X = Satisfied with the services provided during the training program by the organization.

Y = Satisfied with the training provided for current job

TABLE VALUES

$$N = 120$$

$$\sum XY = 3017$$

$$\sum X = 120$$

$$\sum Y = 120$$

$$\sum X^2 = 2978$$

$$\sum Y^2 = 3270$$

CALCULATED VALUE

$r = 0.92$

INTERPRETATION:

Since the calculated value of $r = 0.92$ is $> r (0.05) = 0.71$, so the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) is accepted.

VIII. RESULT

So, the correlation of 120 cases is 0.92, which is a fairly strong positive relationship. Since there is a relationship between the satisfaction of training provided for current job and the services provided during the training program by the organization.

ANOVA TABLE

SOURCES OF VARIANCE	SUM OF SQUARES	DEGREE OF FREEDOM	VARIANCE	F
Between rows	214	$5 - 1 = 4$	$214 / 4 = 53.5$	$53.5 / 49.75 = 1.07$
Between columns	14	$5 - 1 = 4$	$14 / 4 = 3.5$	$3.5 / 49.75 = 0.07$
Residual	796	$(4)(4) = 16$	$796 / 16 = 49.75$	-

Calculated value:

$F_1 = 1.07$

$F_2 = 0.07$

Table value:

Critical value: The table value of ANOVA at 5% and the degrees of freedom is $(4, 16) = 3.01$

RESULT

The table value of F_1 at 0.05 level of significance is 3.01. Calculated value is 1.07. Hence calculated value is lesser than table value, so H_0 is accepted. Since there is no significant relationship between the experiences they got and also take the time to implement the trained process.

The table value of F_2 at 0.05 level of significance is 3.01. Calculated value is 0.07. Hence calculated value is lesser than table value, so H_0 is accepted. Since there is no significant relationship between the experiences they got and also take the time to implement the training process.

FINDINGS

- ❖ The study reveals that 22% of the respondents are between the age group of 21–30, 19% of the respondents are between the age group of 51 and above.
- ❖ 63% of the respondents were categorized under Male. 37% of the respondents were categorized under the gender Female.
- ❖ 80% of the respondents are married. 20% of the respondents are unmarried.
- ❖ 25% of the respondents have experience 5–10 years, 17% of the respondents have experience 21–25 years, 11% of the respondents are having experience 26 and above years.
- ❖ 67% of the respondents strongly agreed that their performance increases after attending the training program, which as 29% of the respondents agreed and 4% of the respondents neither agree nor disagree.
- ❖ In case of **Chi-Square** based on “Experience”, it has been found that there exists some significant relationship between the employee’s experience and number of training programs they attended in a year.

- ❖ In case of **Correlation** based on “**satisfaction of providing training for current job**” it has been found that there exists some significant relationship between the satisfaction of training provided for current job and the services provided during the training program by the organization.
- ❖ In case of ANOVA based on “**Experience**”, it has been found that there is no significant relationship between the experiences taken the time to implement the trained process.

SUGGESTIONS

- ❖ From the responses collected it is clear that current training program conducted is effective.
- ❖ As the trainee acquires new knowledge, skills and attitude and applies them in job situation, he should be significantly rewarded for his efforts.
- ❖ Training is necessary to the employees to improve their performance
- ❖ The management should explain about usefulness of training and the importance of training to its employees and organization to make it more effective.
- ❖ The training method should be selected depending upon the suitability of the job and work environment.
- ❖ More soft skills need to be included in the training schedule.
- ❖ Job rotation can help the organization that is any person can do any job.
- ❖ Employees are different and hence **further research has to be done to understand major learning styles and incorporate** this into the method of training. For example graphics, business games, images have deeper impact on some learners, whereas statistics data and charts impress the other kind.

IX. CONCLUSION

People are the greatest assets in any, organization, because through people all the other resources are converted into utilities. This study focuses on the employees who attended the training programme and it has been organized to examine the effectiveness of existing training programme in the organization considering various parameters and received a mixed response from the respondents.

The result of this analysis has clearly shown that the existing training of Airport Authority of India has satisfied the employees and it shows the level of effectiveness of training in increasing employees' performance in the present job

And yet the modification of some aspects of training like suitability of training methods with regards to nature of work of employees, communication has to be taken into consideration and interpersonal skills need to be enhanced and the employees should be informed why training need to be conducted (purpose of training) and what employees can gain from a particular training programme. All the efforts in increasing the employees' potential have been a sensitive issue, in training and development. Also there is awareness among all cadres on the importance of training. This has to be fostered. And relevant training modules should be developed.

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